

Corporate Governance Framework

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Contact for enquiries and proposed changes

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Document sign off

The following officer has **approved** this organisational policy.

Name Tracy O'Bryan
 Position Deputy Director-General (Corporate)
 Signature _____ Date 6 December 2019

The following officer has **endorsed** this organisational policy.

Name Neil Scales
 Position Director-General
 Signature _____ Date 13 December 2019

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1 Introduction

The Department of Transport and Main Roads (TMR) is committed to the principles outlined in the *Public Sector Ethics Act 1994*. These principles are embedded in our corporate governance framework and guide our everyday business practices. The Director-General and the department's senior executives demonstrate the elements of good corporate governance through:

- a well-articulated strategy and direction,
- clearly defined management structures,
- robust management standards,
- internal and external accountability measures; and
- sound risk management practices.

The Corporate Governance Framework (the Framework) describes the principles and practices which guide TMR in achieving corporate objectives effectively, efficiently and ethically.

Effective governance is essential to an organisation as wide and diverse in its function as TMR. The Framework is a requirement under the *Financial and Performance Management Standard 2009*. It is intended to outline the TMR's fundamental principles of good governance, and our approach to performance and accountability. In addition, the framework is intended to be a useful guiding resource for TMR and our stakeholders to better understand the departments key governance arrangements.

The Australian National Audit Office defines public sector governance as '*a set of responsibilities and practices, policies and procedures used by an agency's executive to provide strategic direction, ensure objectives are achieved, manage risks and use resources responsibly and in a transparent way*'.

We believe good governance has two main requirements:

- **Performance** – how our governance principles contribute to our overall performance and the delivery of TMR's strategic goals.
- **Accountability** – how we use our governance principles to ensure there is visibility into our organisations compliance with legislative and policy requirements, and of our performance as an organisation against Government and community expectations in Queensland.

2 Our Corporate Governance Model



2.1 Our Principles

The Framework is underpinned by the six core principles, ensuring that TMR adheres and operates to public sector values and standards, and meets the high expectations the Queensland community holds of us. They are:

- **Leadership** – which drives a department-wide commitment to good governance. Our leadership is diverse and draws upon, and continues to develop, the assortment of knowledge, skills and experience represented in TMR, while providing oversight to ensure we comply with our accountability principles.
- **Accountability** – we, as an organisation, are answerable for our decisions and the actions which result from them. As such, it is both appropriate and necessary that we have effective mechanisms in place to ensure that we adhere to all applicable standards—including Acts and Standards—as well as the expectations of the community.
- **Transparency and openness** – to be accountable for our actions requires oversight. We can contribute to and support oversight by having clear visibility, supported by open communication, when decisions are made, and where exercising power.
- **Efficiency** – committing ourselves to the best-practice use of the resources available to us allows us to enhance the services we provide and ensures that we are delivering the greatest possible value-for-money for our stakeholders.
- **Stewardship** – by utilising every opportunity to enhance the value of the public assets and institutions that have been entrusted to our care, we continually drive towards our goal of creating a single integrated transport network accessible to everyone. Stewardship also extends to our staff – we value and support our workforce as our greatest strength.
- **Integrity** – by working towards and continually improving our performance in each of our core principles, we can deliver assurance that we are acting impartially, ethically and in the interests of the wider community.

2.2 Our Values

The Queensland public sector is committed to five core values which support the goal of being a high-performing, impartial and productive workforce that puts our customers—the people of Queensland—first. These values are embedded into the Framework to make sure that our governance practices are consistent with the behaviours that we value.



Customers first

- Know your customer
- Deliver what matters
- Make decisions with empathy



Ideas into action

- Challenge the norm and suggest solutions
- Encourage and embrace new ideas
- Work across boundaries



Unleash potential

- Expect greatness
- Lead and set clear expectations
- Seek, provide and act on feedback



Be courageous

- Own your actions, successes and mistakes
- Take calculated risks
- Act with transparency



Empower people

- Lead, empower and trust
- Play to everyone's strengths
- Develop yourself and those around you

2.3 Our Culture

Our culture is critical to who we are and what we deliver for Queenslanders. Good culture allows for good decisions and accountability, and also provides a key mechanism to let us recognise the value in our work. The key aspects of our corporate culture are:

- **Accessibility** – in just the same way we committed to making the transport network accessible to all, we are committed to a working environment that provides full and equal access, participation and opportunities for all people, including those living with a disability. The Queensland Public Sector is transitioning the view of disability to one that does not deny the reality of impairment, nor its impact on the individual, but focuses on challenging the physical, attitudinal, communication and social environments to disable disability
- **Safety** – we all have a responsibility to keep ourselves safe and not to endanger others who may be impacted by the activities we undertake. Accordingly, it is important that our governance model emphasises the importance safety represents to our whole organisation
- **Diversity** – we are committed to building an inclusive and diverse workforce that better reflects the community we serve – and because it makes the best business sense. This means we will continue to focus on building a culture where we acknowledge and celebrate people's differences including work experience, family circumstances, caring responsibilities, culture, religious beliefs and lifestyle choices.
- **OneTMR** – TMR is a geographically dispersed organisation which is exceptionally diverse in the functions it provides for our community. Our corporate culture needs encourage and drive unity at all levels of our organisation to ensure we are working towards unified goals.

3 Corporate Governance Practices

The following lists the key governance practices which underpin TMR's corporate governance. They also ensure the department conforms to applicable legislative, compliance and best-practice management standards to provide ongoing confidence in the delivery and integrity of our services.

3.1 Strategy and Direction

- [TMR Strategic Plan 2019–2023](#) (four-year horizon)

The TMR strategic plan brings together the specific objectives, strategies and performance indicators needed for the next four years to ensure the department is meeting the needs of Queenslanders in creating a single integrated transport system accessible to everyone.

- [Transport Coordination Plan 2017–2027](#) (10-year horizon)

A requirement under the *Transport Planning and Coordination Act 1994*, the plan provides a strategic framework for the planning and management of transport resources in Queensland over the medium term

- [Queensland Transport Strategy](#) (30-year horizon)

Our 30-year vision detailed in this strategy provides a vision for the transformation of the state's transport system that will have flexibility in responding to customer preferences, global trends and emerging technologies.

3.2 People and Structures

Our people are our most important asset, and we know they are a critical asset in ensuring we deliver the best outcomes for Queenslanders.

The Executive Leadership Team (ELT) assists the Director-General to deliver our strategic purpose: creating a single integrated transport network accessible to everyone. ELT currently oversees six governance committees to provide a more detailed review of specific areas of organisational performance and risk.

These include:

- Audit and Risk Committee
- Information and Systems Committee
- Finance and Procurement Committee
- Infrastructure and Investment Committee
- TMR Safety, Health and Wellbeing Governance committee
- RoadTek Performance Committee.

TMR governance committees operate under formal charters which detail their functions and responsibilities. Each committee structure highlights a contemporary, effective and efficient operating model for a public-sector agency of TMR's size and responsibility.

3.3 Management Standards: Planning, Policy and Processes

The following is a non-exhaustive list of key management standards within TMR that drive key decision making across the department.

Key Planning Activities

TMR ensures that operational and specific purpose plans are developed in accordance with the Department of Premier and Cabinet *Agency Planning Requirements* and *the Financial and Performance Management Standard 2009*. These plans include:

- Queensland Road Safety Performance Plan
- [Queensland Transport and Roads Investment Program 2019–20 to 2022–23](#)
- [Strategic Procurement Plan 2016–2020](#)
- [Strategic Workforce Plan 2016–2020](#)
- [Safety and Wellbeing Strategy 2016–2020](#)
- ICT Resources Strategic Plan
- [Information Security Strategy](#)
- Data Analytics Strategy
- Total Asset Management Plans
- Strategic Maintenance Plan
- Waste Reduction and Recycling Plan
- Divisional and Branch Business Plans

Key Decision-Making Frameworks and Policies

- Legislative Compliance Framework
- [Integrity Framework](#)
- [Fraud and Corruption Control Framework](#)
- [Financial Management Practice Manual and Financial Delegation Manual](#)
- [TMR Human Resources Management Delegations](#)
- [Workplace Health and Safety Policy Statements](#)
- Information Privacy Plan

Key Processes

- Portfolio, Program and Project Management
- Benefits Management
- OneTMR Contract Management
- Workplace Health and Safety Management
- Recruitment and Selection Practices
- Employee Performance Management
- Information and Communication Technology Policies and Standards

3.4 Monitoring and Internal Controls

- [Service Delivery Statements](#)
- TMR Complaints Management Framework
- [Open Data Strategy 2017–2020](#)
- [Right to Information](#)
- Internal Control Framework

3.5 Compliance and Assurance

- [Annual Report](#)
- External Reviews
- [Public Interest Disclosure Policy](#)

3.6 Risk Management

- [Risk Management Framework](#)
- Continuity and Disruption Management Policy
- Business Continuity Management and Compliance Standard (ICT)

4 Review

This Corporate Governance Framework will be reviewed every three years.